

# ENTERPRISE FUNDS OVERVIEW

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**Enterprise Funds** account for the acquisition, operations and maintenance of the City's facilities. These services are entirely or predominantly supported by user charges. The City periodically determines whether the revenue earned, expense incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. All activities necessary to provide services are budgeted for in these funds:

## **Sewer Fund**

This fund is used to account for the operations of the regional sewer collection and treatment facilities operated by the City. Memphis continues to have the lowest residential, commercial and industrial waste water rates among the 1,250 largest cities in the nation. The last increase in sewer fees was in FY 2005.

## **Storm Water Fund**

This fund is used to account for the operations of the storm water system operated by the Public Works, General Services and Engineering Divisions of the City. The funds are generated from the Storm Water fee assessed to Residential and Non-Residential facilities and properties within the City limits. The City's storm water fee is be added to MLG&W utility bills and moneys collected will be used to fund federally mandated storm water requirements and to alleviate local flooding problems.

## **Golf Fund**

This fund is used to account for the operation of the municipal golf courses operated by the City. Public Golf Facilities are operated through Park Services. However the Golf Fund is predominately supported by user charges. Increases in privately owned and commercial golf facilities have rendered the municipal golf courses with little to no new growth in revenues.



## SEWER FUND

## SUMMARY

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
<b>Revenues</b>				
Sewer Fees	46,466,518	50,300,000	50,300,000	52,175,000
Sewer Connections	326,349	300,000	300,000	300,000
Special Sewer Connections	85,114	80,000	80,000	80,000
Rents	0	32,000	32,000	32,000
Subdivision Development Fees	1,476,531	1,600,000	1,600,000	1,000,000
<b>Total Charges for Services</b>	<b>48,354,512</b>	<b>52,312,000</b>	<b>52,312,000</b>	<b>53,587,000</b>
Interest on Investments	656,339	200,000	200,000	500,000
<b>Total Revenue</b>	<b>49,010,851</b>	<b>52,512,000</b>	<b>52,512,000</b>	<b>54,087,000</b>
<b>Expenditures</b>				
Environmental Inspection & Preventive Maintenance	3,278,959	3,395,946	4,329,370	4,550,218
TE Maxson Treatment Plant	9,569,801	11,024,025	10,601,239	12,078,951
Maynard C. Stiles Treatment Plant	8,831,761	9,795,964	9,298,537	10,724,586
Lift Stations	1,063,593	997,996	1,025,900	1,124,295
Environmental Administration	1,217,529	1,403,311	1,283,084	1,392,906
Environmental Maintenance	4,584,002	4,637,372	4,254,622	4,883,187
Sanitary Sewer Design	527,438	842,913	792,124	841,008
Dividend to General Fund	1,300,000	1,300,000	1,300,000	1,300,000
Cost Allocation - General Fund	1,075,000	1,075,000	1,075,000	1,075,000
In Lieu of Tax	3,809,416	4,454,289	4,454,289	4,454,289
Payment on Debt Service	5,474,431	12,353,939	12,693,064	14,919,963
Bond Sale	94,222	57,135	150,000	0
State Loan Principal & Interest	1,272,843	948,670	193,924	0
Increase (Decrease) in Net Assets	6,911,856	225,440	1,060,847	(3,257,403)
<b>Total Expenditures</b>	<b>49,010,851</b>	<b>52,512,000</b>	<b>52,512,000</b>	<b>54,087,000</b>



## Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	13,948,343	14,555,261	16,073,607	16,165,626
Materials & supplies	14,674,853	16,847,089	15,489,269	19,392,325
Capital outlay	56,391	412,669	22,000	1,009,200
Transfer to Fixed Assets	882,464	491,014	0	(972,000)
Gross Expenditure	29,562,051	32,306,033	31,584,876	35,595,151
Expense Recoveries	(441,575)	(196,634)	0	0
Total Expenditures	29,120,476	32,109,399	31,584,876	35,595,151
Charges for Services	(47,393)	(11,872)	0	0
Net Expenditures	29,073,083	32,097,527	31,584,876	35,595,151
<i>Funded Staffing Level</i>	264.77	251.42	289.00	268.00



# SEWER FUND

# PW/ENVIRONMENTAL INSPECTIONS

## Description

Locate, identify, and correct problems in the sewer collection systems by providing both cleaning of sewer lines as preventive maintenance and clearing sewer stoppages on an emergency basis.

## Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	1,961,233	2,164,667	2,530,220	2,741,068
Materials & supplies	1,116,573	1,142,500	1,799,150	1,809,150
Capital outlay	20,607	0	0	304,200
Transfer to Fixed Assets	180,546	87,327	0	(304,200)
Gross Expenditure	3,278,959	3,394,494	4,329,370	4,550,218
Expense Recoveries	0	1,452	0	0
Net Expenditures	3,278,959	3,395,946	4,329,370	4,550,218
Funded Staffing Level	45.16	43.67	55.00	55.00

## GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Protect the health of our citizens and the environment in which they live by providing quality wastewater collection in a cost-effective manner	To respond to citizen complaints in a prompt fashion and complete 75% of all stoppage calls received by the end of the same day	Percent of stoppage calls completed on same day	80%	80%	80%
	To prevent sewer stoppages by performing an average of three preventive maintenance calls per day	Average number of PM calls per day	7	7	7
		Number of miles of pipe cleaned each year	500	500	500
	To minimize the number of employees per customer served	Number of FTEs per 1,000 customers	0.19	0.19	0.19



**SEWER FUND****PW/ENVIRONMENTAL  
INSPECTIONS****GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
	To minimize the number of employees per mile of sewer line maintained	Number of miles of line maintained per employee (Average National Trend = 25.7 miles/employee)	68	68	68
Ensure employee skill levels remain high	To achieve 82 man-days of training per year	Number of man-days of training per year	82	82	82
Minimize the number of OJI events	To minimize the number of OJI events	Number of FTEs per lost time OJI event	4	4	4



**SEWER FUND****PW/T.E. MAXSON TREATMENT  
PLANT - SOUTH****Description**

*To properly and cost effectively treat the wastewater and dispose of the bio-solids generated by the residents and industries in the southern half of Memphis and adjacent communities in compliance with the many regulatory requirements of the United States.*

**Operating Budget**

<b>Category</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Forecast</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Projected</b>
Personal services	3,691,246	3,679,906	4,274,770	4,261,888
Materials & supplies	5,774,810	7,224,744	6,326,469	7,817,063
Capital outlay	(16,923)	0	0	361,000
Transfer to Fixed Assets	161,856	119,375	0	(361,000)
Gross Expenditure	9,610,989	11,024,025	10,601,239	12,078,951
Expense Recoveries	(23)	0	0	0
Total Expenditures	9,610,966	11,024,025	10,601,239	12,078,951
Charges for Services	(41,165)	0	0	0
Net Expenditures	9,569,801	11,024,025	10,601,239	12,078,951
Funded Staffing Level	62.70	57.00	69.00	68.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
Comply with federal, state, and local regulatory agencies in an acceptable manner that is similar to or exceeds levels of comparable-sized cities	To receive a "3" rating as determined by the annual state audit	State audit rating	4	3	3
	To be in compliance with regulatory limitations 99 percent or more	Percent compliance	99.9%	99%	99%
Preventative Maintenance: Maintain equipment to specified standards to ensure reliable plant operation and long-term equipment life	To complete 90 percent of the preventative maintenance work orders in 30 days or less	Percent of PMs completed in 30 days	89%	90%	90%



## GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Planned Maintenance: Repair and/or replace equipment in an organized and timely manner to ensure reliable plant operation and long-term plant functionality	To complete 95 percent of the planned maintenance work orders in 30 days or less (net of time required for procurement of parts)	Percent of planned maintenance work orders completed in 30 days or less	92.3%	95%	95%
Reactive Maintenance: Repair equipment failures in a timely manner to limit downtime	To complete 95 percent of the reactive work orders in 30 days or less (net of time required for procurement of parts)	Percent of reactive maintenance completed in 30 days or less	88%	95%	95%
Dispose of bio-solids generated in the wastewater treatment process according to regulatory requirements; documenting amount generated	To de-water and properly dispose of as secondary sludge 40 percent of the influent total suspended solids annually	Percent of secondary sludge de-watered	27%	40%	40%
Ensure employee skill levels remain high	To complete an average of 3 man-days of training per year per employee	Number of man-days training per year	177	186	186
Minimize the number of OJI events	To minimize the number of OJI events by ensuring the number of FTEs per OJI event does not fall below 4	Number of FTEs per lost time OJI event	23.5	4	4

**SEWER FUND****PW/MAYNARD C. STILES  
TREATMENT PLANT - NORTH****Description**

*To properly and cost effectively treat the wastewater and dispose of the bio-solids generated by the residents and industries in the northern half of Memphis and adjacent communities in compliance with the many regulatory requirements of the United States.*

**Operating Budget**

<b>Category</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Forecast</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Projected</b>
Personal services	3,987,291	4,093,197	4,415,463	4,412,341
Materials & supplies	5,089,592	5,800,378	4,883,074	6,302,245
Capital outlay	21,277	1	0	58,000
Transfer to Fixed Assets	145,185	110,228	0	(48,000)
Gross Expenditure	9,243,345	10,003,804	9,298,537	10,724,586
Expense Recoveries	(400,921)	(197,777)	0	0
Total Expenditures	8,842,424	9,806,027	9,298,537	10,724,586
Charges for Services	(10,663)	(10,063)	0	0
Net Expenditures	8,831,761	9,795,964	9,298,537	10,724,586
Funded Staffing Level	67.58	65.25	72.00	74.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
Comply with federal, state, and local regulatory agencies in a consistent manner that is similar to or exceeds level of comparable sized cities	To receive a "3" rating as determined by the annual state audit	State audit rating	4	3	3
	To be in compliance with regulatory limitations 99 percent or more	Percent compliance	99%	99%	99%





**SEWER FUND****PW/MAYNARD C. STILES  
TREATMENT PLANT - NORTH****GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
Preventative Maintenance: Maintain equipment as specified by the manufacturer or standard maintenance practices in a timely manner to ensure reliable plant operation and long-term equipment life	To complete 90 percent of the preventative maintenance work orders in 30 days or less	Percent of PMs completed in 30 days	92%	90%	90%
Planned Maintenance: Repair and/or replace equipment in an organized and timely manner to ensure reliable plant operation and functionality	To complete 95 percent of the planned maintenance work orders in 30 days or less (not including time required for procurement of parts)	Percent of planned maintenance completed in 30 days	99%	95%	95%
Reactive Maintenance: Repair equipment failures in a timely manner to ensure reliable plant operation and limit downtime	To complete 95 percent of the reactive work orders in 30 days or less (not including time required for procurement of parts)	Percent of reactive maintenance completed in 30 days or less	99%	95%	95%
Dispose of bio-solids generated in the wastewater treatment process according to regulatory requirements; documenting amount generated	To de-water and properly dispose of 50 percent of the influent total suspended solids annually	Percent of sludge de-watered	51%	50%	50%
Ensure employee skill levels remain high	To complete an average of 3 man-days of training per year per employee	Number of man-days of training per year	205	186	195
Minimize the number of OJI events	To minimize the number of OJI events by ensuring the number of FTEs per OJI event does not fall below 4	Number of FTEs per lost time OJI event	34	34	4



**Description**

*To provide dependable transport of wastewater through pump stations without interruption of service or discharge of pollutants into nearby streams.*

**Operating Budget**

<b>Category</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Forecast</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Projected</b>
Personal services	538,493	560,448	560,870	562,915
Materials & supplies	456,264	435,627	465,030	556,180
Capital outlay	31,430	0	0	30,200
Transfer to Fixed Assets	37,875	7,310	0	(25,000)
Gross Expenditure	1,064,062	1,003,385	1,025,900	1,124,295
Expense Recoveries	(224)	0	0	0
Total Expenditures	1,063,838	1,003,385	1,025,900	1,124,295
Charges for Services	(245)	(5,389)	0	0
Net Expenditures	1,063,593	997,996	1,025,900	1,124,295
<i>Funded Staffing Level</i>	9.00	9.00	9.00	9.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
Protect the health of our citizens and the environment in which they live by providing quality wastewater pumping services in a cost-effective manner	To operate the pump stations with less than 40 after-hours pump station failures during the fiscal year (not including electrical power failures)	Number of after-hours lift station failures	34	40	40
	To maximize the number of lift stations maintained by maintenance staff, excluding managerial and clerical staff	Number of stations maintained per FTE	16	12	12
	To ensure the number of stations with run time of pumps greater than 21 percent does not exceed five on an average annual basis	Number of stations with run time of pumps greater than 21 percent	7	5	5

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
Minimize the number of OJI events	To minimize the number of lost time OJI events	Number of FTEs per lost time OJI event	10	4	4
Ensure employee skill levels remain high	To complete 18 man-days of training per year	Number of man-days of training per year	29	18	18

# SEWER FUND

# PW/ENVIRONMENTAL ADMINISTRATION

## Description

*The mission of all Environmental Administration functions is to provide the highest level of environmental services, while charging a user fee that is consistently the lowest in the nation.*

## Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	672,442	715,118	717,384	705,028
Materials & supplies	539,129	684,613	565,700	687,878
Transfer to Fixed Assets	1,288	0	0	0
Gross Expenditure	1,212,859	1,399,731	1,283,084	1,392,906
Expense Recoveries	(10)	0	0	0
Total Expenditures	1,212,849	1,399,731	1,283,084	1,392,906
Charges for Services	4,680	3,580	0	0
Net Expenditures	1,217,529	1,403,311	1,283,084	1,392,906
Funded Staffing Level	9.28	9.33	10.00	10.00

## GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Maintain sewer fees as the lowest in the nation	To increase efficiency and competitiveness of all environmental services so that Memphis will continue to have the lowest residential, commercial, and industrial wastewater rates among the 150 largest cities in the nation	Ranking of sewer rates among 150 of the largest cities	Lowest	Lowest	Lowest
Ensure employee skill levels remain high	To complete 45 man-days of training per year	Number of man-days of training per year	75	45	45



**SEWER FUND****PW/ENVIRONMENTAL  
MAINTENANCE****Description**

*To provide construction-type repairs to the sewer system in a timely and cost-effective manner.*

**Operating Budget**

<b>Category</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Forecast</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Projected</b>
Personal services	2,613,741	2,755,237	3,037,133	2,895,698
Materials & supplies	1,615,164	1,325,002	1,217,489	1,987,489
Capital outlay	0	390,668	0	233,800
Transfer to Fixed Assets	355,714	166,774	0	(233,800)
Gross Expenditure	4,584,619	4,637,681	4,254,622	4,883,187
Expense Recoveries	(617)	(309)	0	0
Net Expenditures	4,584,002	4,637,372	4,254,622	4,883,187
<i>Funded Staffing Level</i>	57.05	55.50	62.00	58.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
Protect the health of our citizens and the environment they live in by providing construction-type repairs to the sanitary sewer system in a timely and cost-effective manner	To complete repairs within 30 days from date of original complaint (not including sidewalk replacement)	Average number of days to install residential connection	15	30	30
		Average number of days to install commercial connection	15	30	30
		Average number of days for contractor connection repairs	16	30	30
		Average number days to stabilize sewer trenches	13	30	30



**SEWER FUND****PW/ENVIRONMENTAL  
MAINTENANCE****GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
	To complete connection repairs and main line repairs in an average of 21 days from date of original complaint (not including sidewalks)	Average number of days for City connection repairs	11	21	21
		Average number of days for mainline repairs	12	21	21
	To increase efficiency by minimizing the number of FTEs per 1,000 customers	Number of FTEs per 1,000 customers	0.27	0.27	0.27
	To increase efficiency by maximizing the number of miles of line maintained per FTE	Number of miles of sewer line maintained per FTE (Average national trend=25.7 miles/FTE)	50	50	50
Ensure employee skill levels remain high	To achieve 112 man-days of training per year	Number of man-days of training per year	298	112	112
Minimize the number of OJI events	To minimize the number of OJI events by ensuring the number of FTEs per OJI event does not fall below 4	Number of FTEs per lost time OJI event	15	4	4



# SEWER FUND

## ENG/SANITARY SEWER DESIGN

### Description

*To provide quality and timely sewer design services and maintain accurate sewer plan records so that sanitary sewer service can be provided to new developments.*

### Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	483,897	586,688	537,767	586,688
Materials & supplies	83,321	234,225	232,357	232,320
Capital outlay	0	22,000	22,000	22,000
Gross Expenditure	567,218	842,913	792,124	841,008
Expense Recoveries	(39,780)	0	0	0
Net Expenditures	527,438	842,913	792,124	841,008
Funded Staffing Level	14.00	11.67	12.00	12.00

### GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Provide 90 percent of Environmental engineering design needs	To deliver approved CIP contract plan sets for bid within 6 months of receipt of survey data	Percent of CIP project design completed	75%	100%	100%
	To keep design costs less than 10 percent of construction costs	Percent of design cost to construction costs	10%	10%	10%



# SEWER FUND

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>PW/Environmental Inspections</u>		<u>PW/Maynard C. Stiles Treatment Plant - North</u>	
AIDE POLLUTION CONTROL	9	AIDE POLLUTION CONTROL	1
CLERK GENERAL A	1	ANALYST LAB	6
CREWPERSON SEMISKILLED	14	CHEMIST QUALITY CONTROL	1
DISPATCHER	5	CHEMIST WTP	1
ENGINEER ENVIRONMENTAL	1	CHEMIST WTP ASST	1
INSP POLLUTION CONTROL	8	CLERK GENERAL A	2
MECHANIC MNT WTP I	1	CLERK INVENT CONTROL SR	1
OPER STOPPAGE SEWER	12	MGR WTP MNT	1
SCHEDULER PLANNER	1	COORDINATOR INDUST PRETREAT	1
SUPER SHIFT PUB WKS	4	CUSTODIAN	1
<b>Total PW/Environmental Inspections</b>	<b>56</b>	ELECT MNT WTP	2
<u>PW/T.E. Maxson Treatment Plant - South</u>		ENGINEER RNT	1
CLERK GENERAL B	1	FOREMAN GEN WTP E I	1
CLERK INVENT CONTROL SR	1	FOREMAN GEN WTP MECH	2
ELECT MNT WTP	2	INSP POLLUTION CONTROL	2
FOREMAN GEN WTP E I	1	MECH MNT WTP II	4
FOREMAN GEN WTP MECH	3	MECH SHOP	1
MECH MNT WTP II	6	MECHANIC MNT WTP I	8
MECH SHOP	1	MGR INDUST WASTE MONITOR	1
MECHANIC HEAVY EQUIP	2	MGR WTP	1
MECHANIC MNT WTP I	13	MGR WTP PROCESSING	1
MGR WTP	1	OPER HEAVY EQUIP	3
MGR WTP MNT	1	OPER MECHANICAL	13
MGR WTP PROCESSING	1	OPER WASTE TREAT I	1
OPER HEAVY EQUIP	2	OPER WASTE TREAT II	8
OPER MECHANICAL	8	PAINTER	1
OPER WASTE TREAT I	1	SPEC INDUST PRETREAT	1
OPER WASTE TREAT II	8	SUPER OM SHIFT	1
PAINTER	1	SUPER WTP OPERATIONS	1
SECRETARY B	1	TECH CONTROL WTP	3
SPREADER SLUDGE	7	TECH INDUSTRIAL PRETREAT	3
SUPER OM SHIFT	4	<b>Total PW/Maynard C. Stiles Treatment Plant - North</b>	<b>75</b>
SUPER WTP OPERATIONS	1	<u>PW/Lift Stations</u>	
TECH CONTROL WTP	3	ENGINEER STATIONARY I	2
<b>Total PW/T.E. Maxson Treatment Plant - South</b>	<b>69</b>	ENGINEER STATIONARY II	1
		FOREMAN GEN STATIONARY ENG	1
		HELPER MAINTENANCE	3





# SEWER FUND

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
MGR SEWER LIFT STAT MNT	1	<u>ENG/Sanitary Sewer Design</u>	
PAINTER	1	ENG DESIGNER AA	1
<b>Total PW/Lift Stations</b>	<b>9</b>	ENGINEER DESIGN	1
<u>PW/Environmental Administration</u>		ENGINEER DESIGN SENIOR	1
ADMR ENGINEERING	1	ENGINEER RNT A	1
ADMR ENVIRON CONST ADMIN	1	INSP ZONE CONSTRUCTION	4
ADMR WASTE COLLECT FAC	1	SECRETARY B	1
ADMR WTP FACILITIES	1	TECH ENGINEERING A	1
CLERK ACCOUNTING B	2	TECH ENGINEERING AA	2
COORD SEWER CONSTRUCTION	1	<b>Total ENG/Sanitary Sewer Design</b>	<b>12</b>
ENGINEER ENVIRONMENTAL	2		
SECRETARY A	1		
<b>Total PW/Environmental Administration</b>	<b>10</b>	<b><u>TOTAL SEWER FUND</u></b>	<b><u>290</u></b>
<u>PW/Environmental Maintenance</u>			
CLERK GENERAL A	1		
CLERK GENERAL B	1		
CLERK INVENT CONTROL SR	1		
DISPATCHER	1		
FOREMAN SEWER MNT	3		
MECH HEAVY EQUIP	3		
MGR ENVIRON PROJECT	1		
MGR ENVIRONMENTAL MNT	1		
OPER BACKHOE	3		
OPER HEAVY EQUIP	4		
PIPELAYER	24		
SCHEDULER PLANNER	1		
SUPER SEWER MAINT	1		
SUPER SHIFT PUB WKS	4		
WORKER CONCRETE	10		
<b>Total PW/Environmental Maintenance</b>	<b>59</b>		



# STORM WATER FUND

# SUMMARY

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
<b>Revenues</b>				
Storm Water Fees	0	0	0	14,100,000
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,100,000</b>
<b>Expenditures</b>				
PW/Drain Maintenance	0	0	0	3,851,155
PW/Heavy Equipment Services	0	0	0	1,283,399
PW/Flood Control	0	0	0	1,063,363
PW/Storm Water	0	0	0	1,119,784
GS/Street Sweeping	0	0	0	1,367,378
Eng/Drainage Design	0	0	0	282,151
Cost Allocation - General Fund	0	0	0	300,000
MLG&W Billing	0	0	0	300,000
Depreciation	0	0	0	500,000
Transfer Out - Debt Service	0	0	0	2,300,000
Increase in Net Assets	0	0	0	1,732,770
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,100,000</b>



## Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	0	0	0	6,305,899
Materials & supplies	0	0	0	2,706,180
Gross Expenditure	0	0	0	9,012,079
Expense Recoveries	0	0	0	(327,000)
Total Expenditures	0	0	0	8,685,079
Charges for Services	0	0	0	(207,000)
Net Expenditures	0	0	0	8,478,079
<i>Funded Staffing Level</i>	0.00	0.00	0.00	130.00

## Description

To preserve, repair, and improve the city's storm sewer infrastructure and the efficient, consistent delivery of essential City services vital to our citizens' quality of life.

## Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	0	0	0	3,240,624
Materials & supplies	0	0	0	737,531
Gross Expenditure	0	0	0	3,978,155
Expense Recoveries	0	0	0	(127,000)
Net Expenditures	0	0	0	3,851,155
Funded Staffing Level	0.00	0.00	0.00	70.00

## GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Reduce the likelihood of storm water flooding through preventive maintenance	To inspect 38% (45 basins) of drainage basins annually	Percent of drainage basins inspected annually	Not Applicable	Not Applicable	41%
	To maintain the number of repairs completed within 30 days at 80 percent	Percent of repairs completed within 30 days	Not Applicable	Not Applicable	80%
	To check and/or clean high-risk storm inlets once per month	Percent of high risk inlets checked once per month	Not Applicable	Not Applicable	95%
	To check and clean inlets	Average number of inlets cleaned per day/assigned crew	Not Applicable	Not Applicable	43
Ensure employee skill levels remain high	To achieve 175 man-days of training	Number of man-days training per year	Not Applicable	Not Applicable	175
Minimize the number of OJI events	To have a maximum of four FTE per lost time OJI events	Number of FTE per lost time OJI event	Not Applicable	Not Applicable	4

# STORM WATER FUND

# PW/HEAVY EQUIPMENT SERVICES

## Description

*To preserve, repair, and improve the city's infrastructure and the efficient, consistent delivery of essential City services vital to our citizen's quality of life.*

## Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	0	0	0	1,112,478
Materials & supplies	0	0	0	370,921
Gross Expenditure	0	0	0	1,483,399
Expense Recoveries	0	0	0	(200,000)
Net Expenditures	0	0	0	1,283,399
Funded Staffing Level	0.00	0.00	0.00	20.00

## GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Facilitate major infrastructure repair and support services requiring particular expertise in the use of heavy equipment	To provide grading, clearing and excavating services at a minimum of 164 locations per year	Number of grading, clearing & excavating work sites	Not Applicable	Not Applicable	184
	To respond to 80% of requests for support services within 24 hours	Percent of support requests responded to within 24 hours	Not Applicable	Not Applicable	82%
	To respond to 100% of emergency assistance requests within 90 minutes of the call	Percent of requests responded to within 90 minutes	Not Applicable	Not Applicable	100%
Ensure employee skill levels remain high	To get 55 man-days of training per year	Number of man-days of training per year	Not Applicable	Not Applicable	55
Minimize the number of OJI events	To have a maximum of 4 FTEs per lost time OJI event	Number of FTEs per lost time OJI event	Not Applicable	Not Applicable	4



**Description**

*To provide quality flood protection and to protect City of Memphis homes and businesses from flood water caused by high river water and rain.*

**Operating Budget**

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	0	0	0	755,630
Materials & supplies	0	0	0	307,733
Net Expenditures	0	0	0	1,063,363
Funded Staffing Level	0.00	0.00	0.00	14.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Protect the health and property of our citizens by providing quality flood protection in a cost-effective manner	To maintain all Flood Control facilities in top-quality condition and achieve "Outstanding" ratings annually by the U.S. Corps of Engineers	Annual rating	Not Applicable	Not Applicable	Outstanding
	To maintain all Flood Control facilities in a manner that would minimize failures and result in no damage to residential, commercial or industrial property	Number of claims paid	Not Applicable	Not Applicable	0
	To experience no pump station failures during a time of flood	Number of pump station failures	Not Applicable	Not Applicable	0
	To minimize the number of full-time employees needed to pump 4.9 billion gallons per day of storm water (not less than 326 million gallons per day per FTE)	Million gallons per day per FTE	Not Applicable	Not Applicable	328mg
Minimize the number of OJI events	To minimize the number of OJI events so that the number of FTEs per OJI event does not fall below four	Number of FTEs per lost time OJI event	Not Applicable	Not Applicable	4
Ensure employee skill levels remain high	To complete 30 man-days of training per year	Number of man-days of training per year	Not Applicable	Not Applicable	30

**Description**

*To protect the health of the City's citizens and the environment in which they live by developing and implementing programs to address pollution in storm water runoff from four defined source areas: residential and commercial, industrial and landfill, illicit connections and illegal dumping, and construction sites. (The program also works to reduce visible pollution caused by litter).*

**Operating Budget**

<b>Category</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Forecast</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Projected</b>
Personal services	0	0	0	317,584
Materials & supplies	0	0	0	802,200
Total Expenditures	0	0	0	1,119,784
Charges for Services	0	0	0	(5,000)
Net Expenditures	0	0	0	1,114,784
<i>Funded Staffing Level</i>	0.00	0.00	0.00	6.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
Meet the requirements of the City's NPDES Permit	To perform public education required by the City's NPDES Permit by sending out storm water press releases monthly	Number of press releases sent out	Not Applicable	Not Applicable	4
	To perform sampling required by the City's NPDES Permit by collecting storm water samples as required	Number of samples collected	Not Applicable	Not Applicable	12
Ensure employee skill levels remain high	To achieve 10 man-days of training per year	Number of man-days of training per year	Not Applicable	Not Applicable	10

**Description**

*Street Sweeping helps Memphis retain the image of a beautiful, clean city through our efforts to clean and maintain City rights-of-way, vacant lots, lots with vacant houses and to make downtown a cleaner place.*

**Operating Budget**

<b>Category</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Forecast</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Projected</b>
Personal services	0	0	0	879,583
Materials & supplies	0	0	0	487,795
Total Expenditures	0	0	0	1,367,378
Charges for Services	0	0	0	(202,000)
Net Expenditures	0	0	0	1,165,378
<i>Funded Staffing Level</i>	0.00	0.00	0.00	17.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
Keep streets cleaned	To sweep primary streets quarterly	Total times primary streets swept	Not Applicable	Not Applicable	4
	To sweep residential/ neighborhood streets annually	Total times residential/ neighborhood streets swept	Not Applicable	Not Applicable	1
	To sweep state streets twice each month	Total times state streets swept	Not Applicable	Not Applicable	24
	To sweep downtown streets 3 times per week	Total times downtown streets swept	Not Applicable	Not Applicable	156



**Description**

*To provide quality and timely drainage design services and maintain accurate drainage plan records so that storm water drainage service can be provided to new developments.*

**Operating Budget**

<b>Category</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Forecast</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Projected</b>
Personal services	0	0	0	170,504
Materials & supplies	0	0	0	109,647
Capital outlay	0	0	0	2,000
Net Expenditures	0	0	0	282,151
<i>Funded Staffing Level</i>	0.00	0.00	0.00	3.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
Provide planning/ design construction inspection services for necessary public drainage improvements	To initiate studies on requested projects within 4 months of receipt	Percentage of studies started within time frame	Not Applicable	Not Applicable	100%
	To keep design costs within 14.5 of construction costs	Percent of design cost vs. construction cost of project	Not Applicable	Not Applicable	14.5%

# STORM WATER FUND

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>PW/Drain Maintenance</u>		<u>GS/Street Sweeping</u>	
ADMR DRAIN MAINT	1	CREWCHIEF	2
CLERK GENERAL A	2	OPER EQUIPMENT	3
COORD DRAIN MAINT	1	OPER HEAVY EQUIP	1
CREWPERSON SEMISKILLED	16	OPER SWEEPER	13
FOREMAN MNT PUB WKS	12	SUPER ZONE HEAVY EQUIP	1
MASON BRICK	3	<b>Total GS/Street Sweeping</b>	<b>20</b>
MGR DRAIN MAINT	1		
OPER EQUIPMENT	9	<u>ENG/Drainage Design</u>	
OPER HEAVY EQUIP	4	CLERK GENERAL B	1
PIPELAYER	14	ENGINEER DESIGN AA	1
SUPER DRAIN MAINT	1	ENGINEER DESIGN SR	1
SUPER SHIFT PUB WKS	3	<b>Total ENG/Drainage Design</b>	<b>3</b>
WORKER CONCRETE	6		
<b>Total PW/Drain Maintenance</b>	<b>73</b>	<b><u>TOTAL STORM WATER FUND</u></b>	<b><u>138</u></b>
<u>PW/Heavy Equipment Services</u>			
CLERK GENERAL A	1		
GREASER	1		
MECH HEAVY EQUIP	3		
MGR HEAVY EQUIP SVCS	1		
OPER EQUIPMENT	7		
OPER HEAVY EQUIP	6		
SERVICEMAN VEHICLE	1		
SUPER HEAVY EQUIP	1		
<b>Total PW/Heavy Equipment Services</b>	<b>21</b>		
<u>PW/Flood Control</u>			
CLERK GENERAL A	1		
CREWPERSON	1		
ENGINEER STATIONARY I	4		
ENGINEER STATIONARY II	3		
HELPER MAINTENANCE	5		
MECH SHOP	1		
<b>Total PW/Flood Control</b>	<b>15</b>		
<u>PW/Storm Water</u>			
COORD STORMWATER PROJ	3		
ENGINEER ENVIRONMENTAL	1		
TECH ENVIRONMENTAL	2		
<b>Total PW/Storm Water</b>	<b>6</b>		



**Description**

*Provide quality public golf facilities that will enable golfers of all levels to enhance their enjoyment of the game with no tax burden on the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Forecast</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Projected</b>
Personal services	2,327,191	2,067,324	2,123,573	1,670,264
Materials & supplies	1,701,636	1,896,169	1,893,163	2,175,430
Capital outlay	(31,889)	0	0	0
Inventory	38,462	81,026	132,121	119,517
Transfers out	287,382	291,622	291,622	290,454
Depreciation on own funds	49,416	23,043	0	0
<b>Total Expenditures</b>	<b>4,372,198</b>	<b>4,359,184</b>	<b>4,440,479</b>	<b>4,255,665</b>
<b>Charges for Services</b>	<b>(3,171,838)</b>	<b>(3,407,827)</b>	<b>(4,448,797)</b>	<b>(4,324,784)</b>
<b>Net Expenditures</b>	<b>1,200,360</b>	<b>951,357</b>	<b>(8,318)</b>	<b>(69,119)</b>
<i>Funded Staffing Level</i>	<i>60.73</i>	<i>33.58</i>	<i>37.00</i>	<i>19.00</i>

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2005</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>
Provide a positive golf experience for all golfers from the time they book a tee time until they leave	To increase the number of rounds played at The Memphis Public Links.	Number of rounds played	121,818	121,137	121,397
	To provide "Extra Effort" customer service training to golf shop employees	Number of employees trained	100%	100%	100%
	To perform quarterly routine inspections of all Golf Clubhouses	Number of inspections	28	28	28
	To maintain and improve golf course conditions to ensure compliance with Park Services regulations and standards by June 2006	Number of courses in compliance	8	8	7
	To maintain or our Memphis Poll rating	Memphis Poll rating	86%	Poll delayed until next Fiscal Year	89%

**GOLF FUND*****AUTHORIZED COMPLEMENT***

<b>Service Center/Position Title</b>	<b>Authorized Positions</b>	<b>Service Center/Position Title</b>	<b>Authorized Positions</b>
<u>Golf</u>			
ADMR GOLF ENTERPRISE	1		
FOREMAN GOLF COURSE MNT	7		
MGR FACILITY GOLF	4		
SECRETARY B	1		
SUPER GOLF	3		
TRIMMER TREE	3		
	<u>19</u>		
<b>Total Golf</b>	<b>19</b>		
<b><u>TOTAL GOLF FUND</u></b>	<b><u>19</u></b>		

